

Employee engagement

Exciting service from EVH

evh

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social
employers



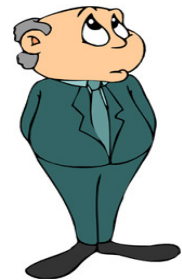
Engagement is something that the employee has to offer to the organisation

Have you ever wondered?

Why is it that in some organisations people are willing to offer their best every day, are honest and hardworking, whilst in others people do bare minimum and abuse the system given any opportunity? Why in some places you can sense a friendly and enthusiastic atmosphere as you walk in whilst in others it's uncomfortable and uninviting? Why people in some places keep bringing new ideas for improvements and embrace any change that could help the organisation whilst in others there is endless resistance to any change as everyone's closely guarding their own interest? Why some places need hardly any rules as peer pressure teaches people the ropes whilst in others there is a procedure for everything and sanctions applied regularly? Why in some places informal peer induction results in keen and switched on individuals whilst in others enthusiasm gets beaten out of people?

Is it magic?

Or is it something that could be influenced? The difference is that in some places employees offer a high level of engagement whilst in others they don't. Engagement is not something that you can require in a person specification, it is something that people have on offer. Although it is an individual choice of every employee, it tends to be that in some places the majority of people are highly engaged with the business whilst in others it is not the case.



What is employee engagement?

Definitions are rather clumsy and so it's better to explain the concept. Engagement is a combination of commitment to the organisation and its values plus a willingness to help customers and colleagues. It means people genuinely care and are happy to go that extra mile at work. There is no need to stand over them with a stick as they want to do their best. They also care about customers and business opportunities and continually look for ways to do things better. They like coming to work and are emotionally involved with the business.

What's in it for your business?



Many studies have been done into employee engagement both in America and Europe. They all had a different focus and results but one theme seems to be consistent: businesses where people are engaged are doing better than their competitors. That leads to conclusion that securing engagement from your workforce has a good business case and is worth the

effort! Of course it is nice to be nice, and most organisations would like to be a workplace of choice, where job satisfaction is high. But employee engagement is not just another "HR nicety" - it is directly related to the business bottom line, be it profit, service or reputation. Employee engagement survey is not just a staff satisfaction/opinion survey—it is business focused. It is a two-fold benefit concept, designed to benefit the employees by making them happier at work but in the same time facilitate enhanced productivity and efficiency, better customer service, creativity, good all-round relations, good reputation and so on.

This consultancy is best suited to employers who would like to carry out an employee satisfaction survey but with a particular business-benefiting focus.

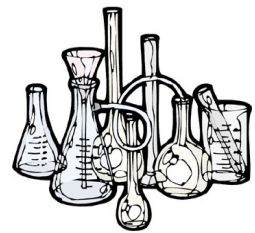
The employee engagement survey and following action planning can be also used by an organisation towards external accreditations, such as EFQM.

Is it not the same as job satisfaction?

There are 3 types of engagement at work:

- Emotional engagement—people like their job and/or colleagues
- Cognitive engagement—focusing hard whilst at work
- Physical engagement—willing to go the extra mile for the employer.

Research has shown that whilst a third of employees are emotionally engaged, only six in ten are cognitively engaged and just four—physically engaged! This demonstrates that there isn't a straight relationship between job satisfaction and commitment to the organisation. As much as job satisfaction is necessary to secure engagement, alone it does not guarantee it. Whilst traditional satisfaction surveys should show management whether the workforce is happy at work, the employee engagement survey is designed to show how engaged people are with the business.



How can employee engagement be fostered?

Firstly, it needs to be determined what engagement looks like: what behaviours demonstrate that one is engaged at work? Once these have been identified, it is a good idea to measure how engaged the employees are and then take steps to secure growth and improvement. This is a long-term commitment and demands backing from the management, especially the seniors. The survey marks the beginning of a continuous improvement road, where engagement is regularly re-gauged and actions taken as result of staff feedback. Several businesses have gone down that road and these who showed continued commitment from the management teams who had taken staff feedback seriously, reported a growing level of employee engagement that had significant impact on business results.



What's on offer from EVH?



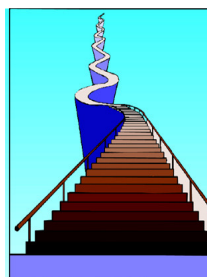
A new comprehensive employee engagement consultancy service. It has been designed as a practical management tool for measuring the level of employee engagement and acting on the feedback to ultimately improve business results. Our service is not only about designing the survey but also preparing managers to deal with the results and producing robust action plans owned by their teams. The consultancy includes training provided to management, reports on results and an interpretation manual. We also create bespoke surveys for each organisation ensuring that it is relevant and relates to real business issues. To achieve this, we design the questionnaire together with the working group identified from within the organisation's management team. We also administer an easy to use and confidential on-line survey and provide managers with useful reports for them and their teams. We have run a pilot with one of our member organisations, who found the service helped them identify important issues and deal with them to improve employee engagement level and achieve business results.

Stages of the process

The consultancy is spread over a period of time because we assist in all stages of the process:

- Equipping senior management with information to decide whether the service is right for the organisation
- Designing a bespoke survey together with a working group
- Training managers on benefits of securing employee engagement, selling survey participation to staff, interpreting the results, setting action plans and carrying out the actions
- Re-running the survey and taking the organisation forward
- Administering the on-line secure and confidential survey and provide management team with the reports.

Below is a brief description of three main stages of the employee engagement journey:



1. Preparation

- Initial meeting with senior managers to discuss the desired outcomes and whether an employee engagement survey is appropriate to achieve them. Commitment from the organisation and EVH would also be agreed at this point
- Half-day training with the whole management team on employee engagement: the concept, practical application, process and commitment required
- First meeting with the focus group to design the questionnaire and decide on departmental split (if any)
- Second meeting with the focus group to finalise the questionnaire and detail the administration of the survey and post-survey activities

2. Survey administration

- EVH sends out links to the survey to all employees with a reminder half-way through
- EVH produces detailed reports with the results



3. After the survey

- 2-hrs training with all managers on interpretation of the results and action planning
- Handing over the results
- Managers meet with their teams to discuss results and agree action plans
- Management team meets to discuss overall results and draw an action plan
- All action plans are reviewed with the teams half-way through
- Another survey takes place 6-9 months later to determine whether there is a positive impact from actions agreed
- The organisation commits to regular employee engagement surveys

Our commitment

We will do the following:

- Facilitate all focus group meetings to design a survey that is robust and relevant to the organisation
- Provide IT expertise to design the survey and administer it on-line
- Produce reports of the results
- Provide training for managers to understand the concept, business benefits and how the survey will be used and results utilised
- Provide a manual on interpreting the results and action planning
- Provide training for managers on interpreting the reports and action planning with their teams
- Provide a staff-training pack for managers to help get a buy-in from their teams
- Provide support to management throughout the process
- Facilitate a post-implementation meeting to discuss how best to conduct the survey re-run and subsequent surveys



How much does it cost?

As you can appreciate, there is a lot of HR and IT expertise involved and the price reflects it. We also commit to attend several meetings with you and be available for advice at any time during the process. The fee for the whole process including one re-run of the survey is therefore £2,700 + VAT for EVH members and £3,780 + VAT for non-members.

Please contact the EVH office if you would like to discuss this further on 0141 352 7435.



Your commitment

In order to make this a success and bring real benefits to your business, you will need to commit to the following:

- Show full commitment from management and senior management and attend both training sessions
- Managers to show enthusiasm and sell it to staff
- Delegate a focus group from within your management team, who will meet with us twice before the survey and once for a post-implementation meeting plus do some thinking meantime
- Be prepared to see some “hard truths” within the feedback and to take action where appropriate
- Be prepared to listen to staff commenting on results and offering solutions
- Managers to act upon results and develop and deliver on action plans
- Share your comments on the process with us at the end of the first survey run

